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——基于理论与实践视角的一个分析框架

Research on the Strategic Compensation System for Enterprises

——A analyzing frame based on the theory & practice view

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内容摘要

20 世纪 90 年代以来，伴随着科学技术和社会经济的迅猛发展，企业经营环境发生了巨大变化。在这个多变的环境中，为了赢得竞争，企业通过人力资源管理而获取和保持竞争优势变得日益重要。为了获取和保持基于人力资源的竞争优势，薪酬——这个作为人力资源激励的核心要素，正越来越受到企业的高度关注。怎样结合环境变化和变革要求，建立与战略、绩效相关联的战略性薪酬体系，成为改进战略性人力资源管理的前沿课题。

本文在回顾薪酬实践、薪酬理论和战略性薪酬理论演进历程的基础上，以战略性薪酬体系的构建为主题，系统讨论了战略性薪酬体系的设计与管理问题。文章还采用战略性薪酬体系分析框架，通过实证调查，对我国民营企业的战略性薪酬管理状况进行了研究。

全文共分为八章。第一章是导论，本章在提出问题的基础上，概要介绍了本文的研究目标、研究方法、研究框架和结构安排。第二章关于薪酬实践、薪酬理论和战略性薪酬理论的沿革与述评，分薪酬实践、薪酬理论和战略性薪酬理论三个方面，对相关领域进行了回顾和评述，并归纳分析了薪酬理论和战略性薪酬理论的演进特点。第三章以战略性薪酬与战略性薪酬体系为题，探讨了战略性薪酬的概念、效应以及战略性薪酬体系的基本要素等问题。第四章战略性薪酬体系设计，对战略性薪酬体系设计的基本原则、约束因素和内容进行了讨论，然后提出了战略性薪酬体系设计的权变弹性模型。第五章战略性薪酬体系管理，在一个系统的战略性薪酬体系管理框架下，对战略性薪酬体系的整合管理、绩效管理和过程管理问题进行了系统阐述。第六章基于实践应用的层面，针对企业管理人员、专业技术人员和销售人员，探讨了不同群体的战略性薪酬体系设计与管理问题。第七章利用前面六章的理论，通过调查分析，对我国民营企业战略性薪酬管理进行了实证研究。第八章在总结全文观点、结论的同时，对未来研究提出了展望。

本文对战略性薪酬体系研究的主要特色包括：

- 1、从薪酬理论与实践两个角度全面梳理了薪酬管理的发展历程，尤其对战

略性薪酬理论的演进及其特点进行了归纳总结。

2、本文对战略性薪酬概念的诠释，区别于传统观点对薪酬功能的一般性认识，创新性地提出了战略性薪酬的激励、分选和媒介效应。

3、结合战略目标和绩效要求，本文构建了战略性薪酬体系的基本要素模型。将福利要素纳入该模型，并予以足够重视和研究也是本论文的特色之一。

4、区别于对薪酬设计原则的传统认识，本文还创新性地概括并分析了战略性薪酬体系设计的四大原则。并且指出，这四个原则通常相互矛盾，对原则的抉择或矛盾的调和正是战略性薪酬决策的智慧。

5、系统论述了基本薪资、可变薪资、福利的战略性设计问题，并提出了战略性薪酬体系设计的权变弹性模型。

6、构建了战略性薪酬体系的管理框架模型，并在此基础上，讨论了战略性薪酬体系的整合管理、绩效管理和过程管理等问题。

7、完整论述了企业管理人员、专业技术人员和销售人员的战略性薪酬体系设计问题。

8、对民营企业的战略性薪酬管理状况进行了实证研究。

关键词： 战略性薪酬；薪酬理论；薪酬实践

Abstract

As there has been gigantic progress in technology and rapid development of social economy, the administrative environment of the enterprises has changed dramatically since the 1990s. In this various environment, it is increasingly important for an enterprise to obtain and keep its competitive predominance through Human Resource Management in order to get a “win” in the competitions. In this case, Human Resource Management plays the most important role. In order to obtain and keep the competitive predominance on the base of Human resource, compensation, the core factor of motivating Human Resource, gains closer and closer attention from the enterprises. How to establish a Strategic Compensation System relate to stratagem and performance, to meet the demand of environmental diversification and reformation, becomes the leading topic of improving Strategic Human Resource Management.

In this dissertation, by looking back the course of the development of Compensation Practice, Compensation Theory, and Strategic Compensation Theory, I will, with the theme on constructing Strategic Compensation System, systematically discuss the issue of how to design and manage the Strategic Compensation System. Moreover, through the Strategic Compensation System analytic frame and empirical survey, I will study the status of Strategic Compensation Management of Private Enterprises in China.

There are eight chapters in this dissertation. The first chapter is the Introduction. In this chapter, on the basis of putting forward questions, it introduces the research target, the research method, the research frame and the structure arrangement. The second chapter is about the evolution and comments on the Compensation Practice, the Compensation Theory, and the Strategic Compensation Theory. According to these theories, this chapter is divided into three parts. It reviews the relative fields and, by epagoge, analyzes the traits in the course of the development of Compensation Theory and the Strategic Compensation Theory. The third chapter, entitled “Strategic Compensation and Strategic Compensation System”, discusses the concept, the effect, and the basic elements of the Strategic Compensation System. Chapter IV is about how to design the Strategic Compensation System. By studying the fundamental principles, restricting factors and contents, it brings forward an elastic model for the Strategic

Compensation System. Chapter V, “The Strategic Compensation System Management”, under the systematic Administrant Frame of Strategic Compensation System, systemically expounds the issues on the conformity management, performance management and the in-the-course management of the Strategic Compensation System. Aiming at the managing personnel, professionals and the marketing personnel, the sixth chapter, on the basis of practice and application, probes into the issue of the Strategic Compensation System designing and managing in different colonies. Chapter VII, using the theories brought up in the former six chapters, investigates, analyzes, and studies the Strategic Compensation Management of Chinese Private Enterprises. In the last chapter, there is a summary of the points and summing-ups throughout the article, as well as, my prospect of the future study.

The leading characteristics of Strategic Compensation System Studies in this dissertation include:

- This article roundly cards the Compensation Theory and Compensation Practice from two different angles. Especially, it has generalized the development and characteristic of the Strategic Compensation Theory.
- Knowing from the traditional understanding towards compensation, this article gives an innovative annotation of what is the Strategic Compensation, and initiatively indicates its Motivation effect, Division-Selection effect, and Medium effect.
- Combining the strategic target and performance demand, the dissertation brings forward the model of basic elements on the strategic compensation system. Besides, bringing the welfare element into the model and attaching great importance and research is also one of the characteristics of this dissertation.
- Knowing from the ecumenical principle of designing compensation, this article initiatively generalizes and analyzes the Four Principles of the Strategic Compensation System Design which are ambivalent and the wisdom of the Strategic Compensation decision-making is how to choose the principles or conciliate the inconsistency.
- This article systematically discusses the issues of Strategic Design for the basic compensation, variable compensation and welfare, and brings forward an elastic model for the design of Strategic Compensation System.
- This article introduces the Administrant frame of Strategic Compensation System, and, on the basis of this model, it discusses the issues on the conformity

management, performance management and the in-the-course management of the Strategic Compensation System

- This article perfectly dissertates the issues on the Design of the Strategic Compensation System for the managing personnel, professionals and the sales personnel.

- This article carry through empirical study of the Strategic Compensation Management of Chinese Private Enterprises.

Key words: Strategic Compensation, Compensation Theory, Compensation Practice

目 录	
第一章 导 论	1
1. 1 问题的提出	1
1. 1. 1 当今多变的经营环境增加了企业获取并保持竞争优势的压力....	1
1. 1. 2 获取与保持基于人力资源的竞争优势需要企业从战略高度 关注薪酬.....	1
1. 1. 3 薪酬理论与实践面临严峻挑战.....	3
1. 2 选题意义与研究目标	4
1. 2. 1 选题意义.....	4
1. 2. 2 研究目标.....	5
1. 3 研究方法	5
1. 4 研究框架与结构安排	6
第二章 薪酬实践、薪酬理论和战略性薪酬理论的沿革与述评.....	9
2. 1 薪酬实践的发展.....	9
2. 1. 1 家族制管理及“温情主义”阶段.....	9
2. 1. 2 “泰罗主义”阶段	11
2. 1. 3 人际关系阶段	12
2. 1. 4 权变与系统化发展阶段	14
2. 2 薪酬理论的演变.....	20
2. 2. 1 薪酬理论的演变轨迹	20
2. 2. 2 薪酬理论的演变特点	24
2. 3 薪酬理论述评.....	29
2. 3. 1 薪酬效用理论述评	30
2. 3. 2 薪酬水平理论述评	35
2. 3. 3 薪酬结构理论述评	39
2. 3. 4 薪酬支付基础理论述评	46
2. 4 战略性薪酬理论的演进	53
2. 4. 1 战略性薪酬理论的演进脉络.....	53
2. 4. 2 战略性薪酬理论研究的传统视角.....	54
2. 4. 3 战略性薪酬理论研究的新视角.....	60
2. 4. 4 战略性薪酬理论演进的特点与展望.....	63

2. 5 小结	65
第三章 战略性薪酬与战略性薪酬体系	66
3. 1 薪酬与战略性薪酬	66
3. 1. 1 薪酬的含义	66
3. 1. 2 战略性薪酬释义	68
3. 2 战略性薪酬的效应	70
3. 2. 1 激励效应	70
3. 2. 2 分选效应	73
3. 2. 3 媒介效应	75
3. 3 战略性薪酬体系的基本要素	77
3. 3. 1 薪酬体系的基本要素	77
3. 3. 2 战略性薪酬体系的基本要素	79
3. 4 小结	81
第四章 战略性薪酬体系设计	83
4. 1 战略性薪酬体系设计的一般框架	83
4. 2 战略性薪酬体系设计的基本原则	85
4. 2. 1 公平原则	86
4. 2. 2 效率原则	88
4. 2. 3 经济原则	89
4. 2. 4 可逆原则	90
4. 3 战略性薪酬体系设计的约束模型	91
4. 3. 1 战略性薪酬体系设计的外部约束	91
4. 3. 2 战略性薪酬体系设计的内部约束	95
4. 3. 3 战略性薪酬体系设计的约束模型	98
4. 4 战略性薪酬体系设计的内容	102
4. 4. 1 基本薪资设计	102
4. 4. 2 可变薪资设计	118
4. 4. 3 福利设计	127
4. 5 战略性薪酬体系设计的权变弹性模型	132
4. 6 小结	133
第五章 战略性薪酬体系管理	135
5. 1 战略性薪酬体系的管理框架	135

5. 1. 1 战略性薪酬体系管理框架模型.....	135
5. 1. 2 战略性薪酬体系管理框架的内容.....	136
5. 2 战略性薪酬体系的整合管理	137
5. 2. 1 纵向整合.....	138
5. 2. 2 横向整合.....	146
5. 2. 3 内部整合.....	147
5. 3 战略性薪酬体系的绩效管理	149
5. 3. 1 绩效管理的战略意义	149
5. 3. 2 绩效评价的含义、内容与方法.....	150
5. 3. 3 薪酬形式与绩效维度分类.....	154
5. 3. 4 绩效评价的问题及其解决	155
5. 4 战略性薪酬体系的过程管理	158
5. 4. 1 过程管理的重要性	159
5. 4. 2 过程管理的内容	159
5. 5 小结	161
第六章 企业不同群体的战略性薪酬体系	162
6. 1 管理人员的战略性薪酬	162
6. 1. 1 管理人员及其工作特性	162
6. 1. 2 管理人员的绩效衡量	163
6. 1. 3 管理人员的战略性薪酬	165
6. 2 专业技术人员的战略性薪酬	173
6. 2. 1 专业技术人员及其工作特性.....	173
6. 2. 2 专业技术人员的绩效衡量	174
6. 2. 3 专业技术人员的战略性薪酬.....	175
6. 3 销售人员的战略性薪酬	179
6. 3. 1 销售人员及其工作特性	179
6. 3. 2 销售人员的绩效衡量	180
6. 3. 3 销售人员的战略性薪酬	186
6. 4 小结	193
第七章 我国民营企业战略性薪酬管理实证研究	195
7. 1 研究背景	195
7. 1. 1 民营企业的定义	195

7. 1. 2 民营企业的战略地位	196
7. 1. 3 民营企业战略性薪酬管理及其研究现状	196
7. 2 研究构思与研究假设	198
7. 2. 1 研究对象与研究目的	198
7. 2. 2 研究构思与研究假设	199
7. 2. 3 研究方法与研究工具	200
7. 2. 4 问卷设计	201
7. 2. 5 研究阶段	206
7. 3 问卷统计分析	206
7. 3. 1 问卷回收及样本情况统计	206
7. 3. 2 描述统计分析	209
7. 3. 3 相关分析	214
7. 3. 4 方差分析	217
7. 4 小结	221
第八章 总结与展望	223
8. 1 研究总结	223
8. 1. 1 主要结论	223
8. 1. 2 主要不足	225
8. 2 研究展望	226
附录 我国民营企业战略性薪酬管理研究调查问卷	227
参考文献	233
致 谢	246

Contents

Chapter 1 Introduction	1
1. 1 Problems.....	1
1. 1. 1 The various administrative environment increases pressure to enterprises in obtaining and keeping leading advantages in competition	1
1. 1. 2 The enterprises have to attach enough attention to the compensation problem on the base of human resource to obtain and keep leading advantages in competition	1
1. 1. 3 Existing theories and practices on Compensation are faced with stern challenges.....	2
1. 2 Meaning of this topic and the researching target.....	4
1. 2. 1 Meaning of this topic chosed.....	4
1. 2. 2 Researching target.....	5
1. 3 Research method	5
1. 4 Research frame and stucture arrangement	6
chapter 2 Evolution and comments on the Compensation Practices、	
Compensation Theories and Strategic Compensation	
Theory.....	9
2. 1 Development of the Compensation Practice	9
2. 1. 1 Management of family system and phase of "warmth"	9
2. 1. 2 Phase of "Taylor-ism"	11
2. 1. 3 Phase of interpersonal relation	12
2. 1. 4 Phase of transformation and seedtime of the systematization	14
2. 2 Evolution of the Compensation Theory.....	20
2. 2. 1 The Contrail of evolution	20
2. 2. 2 The Characteristics of evolution.....	24
2. 3 Comments on the Compensation Theory.....	29
2. 3. 1 Theoretical comments on the Compensation Effectiveness	30
2. 3. 2 Theoretical comments on the Compensation Standard	35
2. 3. 3 Theoretical comments on the Compensation Structure	39

2. 3. 4	Theoretical comments on the the disbursing of Compensation	46
2. 4	Evolution on the Strategic Compensation Theory	53
2. 4. 1	The evolution vein of Strategic Compensation Theory	53
2. 4. 2	The traditional angle of view for the research of Strategic Compensation Theory.....	54
2. 4. 3	The New angle of view for the research of Strategic Compensation Theory	59
2. 4. 4	Characteristics and prospects for the evolution of Strategic Compensation Theory.....	63
2. 5	Brief Summary	65
Chapter 3	Strategic Compensation and Strategic Compensation System	66
3. 1	Compensation and Strategic Compensation.....	66
3. 1. 1	Signification of compensation.....	66
3. 1. 2	Paraphrase of Strategic Compensation.....	68
3. 2	Effects of Strategic Compensation	70
3. 2. 1	Motivation effect.....	70
3. 2. 2	Division-Selection effect	73
3. 2. 3	Medium effect.....	75
3. 3	Basic elements of the Strategic Compensation System.....	77
3. 3. 1	Basic elements of Compensation System	77
3. 3. 2	Basic elements of Strategic Compensation System.....	79
3. 4	Brief Summary	81
Chapter 4	The Design of Strategic Compensation System	83
4. 1	The general frame of the Strategic Compensation System Design	83
4. 2	The basic principle of the Strategic Compensation System Design	85
4. 2. 1	Equitable principle	86
4. 2. 2	Efficient principle	88
4. 2. 3	Economic principle	89
4. 2. 4	Reversible principle	90
4. 3	Restriction model of the Strategic Compensation System Design	91
4. 3. 1	External restriction of the Strategic Compensation System Design ...	91
4. 3. 2	Inner restriction of the Strategic Compensation System Design.....	95

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